

## Executive Summary

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As the largest state agency – that serves one out of every four Washington residents, the Department of Social and Health Services (DSHS) is experiencing higher demands and more rapid changes.

The number of clients we served has increased from 1,427,086 in Fiscal Year 2002, to 1,535,199 in Fiscal Year 2004 (7.6% increase). As described in Chapter 3, we expect the growth of our client populations to continue.

New conditions in our society, economy, and families challenge us to explore new options about how we can best serve the people in Washington State. Given the inflationary factor of the costs of services and the federal government's reduction in funding participation, we have to rethink how we deliver our services and be more effective in achieving outcomes.

During this strategic planning cycle, the Executive Leadership Team identified ten strategic goals. These goals support five result areas in the Priorities of Government (POG) framework.

Priorities of Government	DSHS Goals
Health Care	A. Improve health care quality and access B. Improve treatment for mental illness and chemical dependency
Vulnerable Children and Adults	C. Improve children's safety and well-being D. Improve long term care
Economic Vitality	E. Increase employment and self-sufficiency
Safety	F. Use effective treatment to enhance outcomes
Government Efficiency	G. Reinforce strong management to increase public trust H. Strengthen data-driven decision making I. Value and develop employees J. Improve internal and external partnerships

DSHS values customer service and strives for high standards of personal responsibility. Every other year we ask for our clients' feedback through the DSHS Client Survey. The 2005 survey results supported and encouraged the following themes in this strategic plan:

- We need to involve our clients in making choices and planning their services.
- We need to improve clients' access to our services and information.
- We need to better coordinate services provided by different programs and partners.
- We need to improve internal capacity so our clients can receive response more quickly.